

Annual Report
1990 - 1991

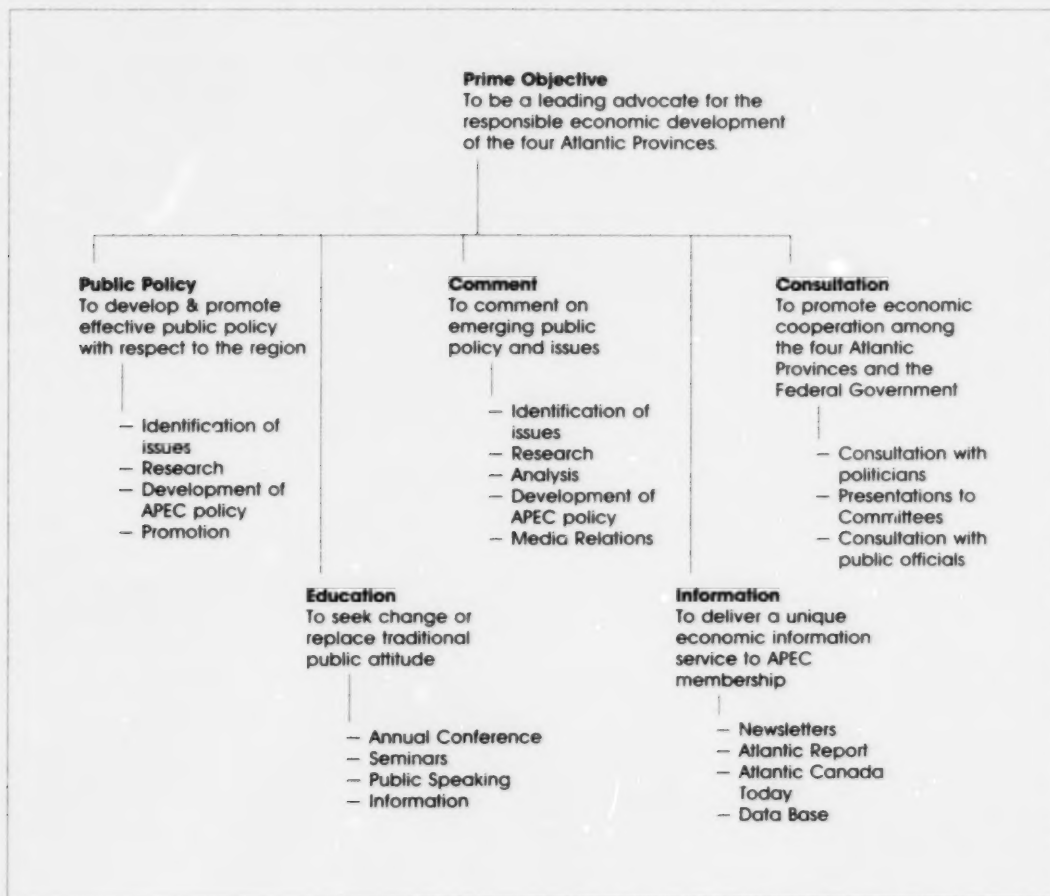
APEC
atlantic provinces
economic council

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APEC
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Objectives and Key Programs

APEC activities are best described by the following chart which illustrates our objectives and the programs which help achieve them.



Founded in 1954 by a group of concerned businessmen, APEC is an independent, not-for-profit organization whose membership includes large and small businesses, labour representatives, government and community agencies, academics and individuals. APEC's primary objective is to promote the economic development of the four Atlantic Provinces.

APEC pursues its aims by:

- ☐ Developing and promoting effective public policy in respect to the region.
- ☐ Seeking to change or replace traditional public attitudes.
- ☐ Commenting on emerging public policy and issues.
- ☐ Delivering a unique economic information service to its membership.
- ☐ Promoting economic cooperation among the four Atlantic Provinces and with the Federal Government.

APEC obtains its funding from four major sources:

- ☐ paid subscriptions for its publications
- ☐ membership fees
- ☐ government grants
- ☐ funded research.

APEC is a federally-incorporated corporation. The Council is administered by a Board of Governors under the direction of a Chairman, First Vice Chairman, four provincial Vice Chairmen, a Treasurer and more than 20 Governors from all walks of life in Atlantic Canada. The Board meets four times a year and delegates interim decision-making responsibility to an Executive Committee. Special operating committees advise the Board on policy issues.

Management of the organization is the responsibility of the President who directs the work of a small professional, administrative and clerical staff. APEC is headquartered in Halifax, N.S.

The Meech Lake Constitutional Crisis hangover, a deep recession, the continuing impact of the North American Free Trade Act, and the introduction of the Goods and Services Tax all contributed to a year for APEC that could best be characterized as anything but dull.

The June 1990 symposium, "Atlantic Canada Tomorrow", laid the groundwork and set the agenda for all of the APEC meetings in 1990-1991.

The Annual Conference in St. John's in October attracted more than 200 delegates, the most to a conference since 1980. Meetings in Halifax and Summerside in January and April respectively featured panel presentations with APEC members invited to participate and give us their perspective on the economic future of our region. As a leading advocate for sound economic development for the region, it is essential that we know and represent the views of our membership.

Our Annual Conference today and tomorrow with the theme, "Atlantic Economic Cooperation: Is There Any Alternative?" is a manifestation of APEC's goal to be not only a respected research organization and/or a monitor of the economic scene, but to play an active role - to be a catalytic agent - for positive economic growth in Atlantic Canada.

To further this end, your APEC Governors met with and made presentations during the past year to the:

- (1) New Brunswick Cabinet, March 7, 1991
- (2) Nova Scotia Cabinet, April 11, 1991
- (3) Newfoundland Priorities & Planning Secretariat, March 26, 1991
- (4) Finance Minister Wilson, November 23, 1990
- (5) Atlantic Canada Opportunities Agency Board, February 21, 1991
- (6) Conference of Atlantic Premiers, May 31, 1991.

In all of the preceding meetings plus countless others throughout the region, APEC put forth its positions on a future economic strategy for the region and actively supported the provincial governments in their pursuit of economic integration.

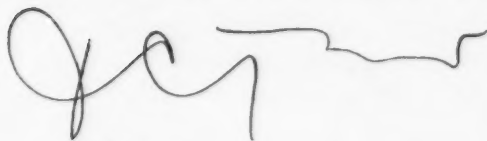
Although economically a difficult year for many of our members, it was encouraging to see 18 new members join APEC bringing our total membership to 292. APEC welcomed a strong cadre of new governors this year:

Louis E. Bradley, Kelly's Cross, P.E.I.
Thomas J. Hayes, Halifax, N.S.
Archie D. McLean, Woodstock, N.B.
John W. Murphy, Saint John, N.B.
Don Manuel, Jr., Lewisporte, Nfld.
Terry W. Ivany, Moncton, N.B.

All were active and brought new ideas and enthusiasm to our Board.

Donald M. Deacon, our Past Chairman, and Joe Shannon are retiring this year after serving the maximum six year term. Both served with distinction and their contributions were valued. Donald Deacon, as my predecessor, was particularly helpful, kind, tactful and patient with me when I became Chairman, and I thank him.

In closing, I wish to thank my fellow Governors and the professional staff under the direction of Tim O'Neill for their support during my two years as Chairman of APEC. Having had the opportunity for the past five years to work with and become a friend of John O'Dea, I am confident that he will provide APEC with sound leadership and direction as its Chairman for the next two years.



T. C. Bird
Chairman of the Board



During the past year, the APEC staff and Board of Governors spent time developing a list of priorities for the organization. The two key ones chosen are issues which are on many people's minds these days. They are the potential for Maritime/Atlantic economic cooperation and the role of Atlantic Canada in Confederation. The first of these topics will be the subject of this year's conference which is taking place in Dartmouth, N.S. The latter issue will be the subject of our first Atlantic Forum scheduled for September 30 and October 1 in Saint John, N.B.

These were both topics of discussion at the Annual Conference, "Strategies and Options for the Atlantic Economy in the 1990's", held last October in St. John's, Nfld. That conference aroused considerable interest in Atlantic Canada, with a registration more than double 1989's attendance.

As in past years, we had a number of meetings with government at both the federal and provincial levels. John O'Dea (First Vice-Chairman), Donald Deacon (Past Chairman) and I had a pre-budget meeting last November with (former) Finance Minister Michael Wilson. Following that we provided the Minister with a formal written submission in which we proposed a package of measures to increase the sensitivity of fiscal policy to the needs and problems of Atlantic Canadians. John O'Dea represented APEC at the post budget breakfast with the Finance Minister. This is an event to which we have received an invitation for a number of years. We continue to be the only regional organization in Canada invited to attend.

The past spring, we met with the provincial cabinets of Newfoundland and Labrador, Nova Scotia, and New Brunswick to discuss the short and medium-term economic outlook for Atlantic Canada and to outline our priorities as established by the Board last October. At the first of these meetings Board members included John O'Dea, Dr. Linda Inkpen, (Vice-Chairman, Newfoundland and Labrador) and Rene Quigley (Treasurer). For the Nova Scotia Cabinet, Ron Smith (Vice-Chairman, Nova Scotia) and Harry Fraser (Vice-Chairman, P.E.I.) participated. In New Brunswick I accompanied John O'Dea and Donald Deacon.

We were also invited to participate in ACOA consultation sessions in September 1990 (which covered such topics as trade, development prospects, science and technology and entrepreneurial development). We also had the first of what we hope will be regular meetings with the Board of ACOA in February to discuss the APEC agenda and their comments and suggestions for changes to it.

The question of Atlantic Canada's role in Confederation is an important one, in the context of the current discussion of Quebec's proposals for changes in Canada. The implication of the Atlantic provinces possibly having to deal with the

rest of the country through an independent or autonomous Quebec are daunting ones. In conjunction with an APEC Board meeting in January, we held a reception for members and I chaired a panel session on Constitutional issues. Our guest panellists were Robbie Shaw, Executive Vice-President at National Sea Products and Jennifer Smith, Associate Professor of Political Science at Dalhousie University. I was also a panellist last fall at a session on this topic hosted by the CD Howe Institute's Policy Analysis Committee.

The short and medium-term economic outlook for the Atlantic economy was the focus of many of my presentations including speeches to the Summerside Chamber of Commerce, the Dartmouth Rotary Club, RoyCom Management and an in-house seminar for Employment and Immigration Canada. I also gave two invited lectures on this topic at McMaster University and made a presentation at the Dalhousie Business seminar.

In May, 1990, APEC sponsored an international conference called "Partnerships in Literacy for Economic Development", the conference proceedings for which were released this year. We have tried to encourage continued interest in this theme over the past year. To that end I gave a speech in October at the Freedom to Read Conference in Ottawa and I attended a small group session on the subject hosted by the Public Policy Forum. In January, I made a presentation at the Executive Forum on Literacy and gave a speech to the conference on literacy in Prince Edward Island.

The relationship between the environment and the economy is a critical one, given that preserving the environment assures us of economic resources in the future. In the past year, I have given speeches and made presentations on sustainable development, including one at the Environment and the Law Conference, held in Halifax in October, and another to the New Brunswick Institute of Public Administration.

An important part of APEC activities are the presentations made to regional conferences, private sector organizations, and to groups considering investing in Atlantic Canada. As part of our continuing interest in community economic development, I gave a speech last November at a self-employment conference in Halifax and in January, I chaired a panel on community economic development. I also participated in the Atlantic Provinces and New England Business Council meetings, and chaired a panel at the Conference Board of Canada/Atlantic Business Outlook conference.

Maurice Mandale, senior economist and publications-editor, Fred Morley, senior policy analyst, and economist John Odenthal have provided exceptional talent in putting together APEC's background and publishing material. Fred pursued an active speaking schedule, giving presentations such as "Prospects for the Nova Scotia Economy" at the Voluntary Planning board meeting and "Points of View on the Economy" at Economic Encounter '90 in Moncton last November.

Of course, no office would be complete without the valuable contribution of its support staff. I would like to thank membership secretary Raylene Taylor, and office manager Lois Duffy, and express my appreciation to all the staff and the Board of Governors for their valuable insight and support over the past year.



Tim O'Neill
President



Executive Committee

Members of the Executive Committee meet on a regular basis to review APEC activities and financial status. They include the Chairman of the Board, the Past Chairman, the First Vice Chairman, Provincial Vice Chairmen, Treasurer, Secretary and President.



T.C. Bird
Chairman



René Quigley
Treasurer



Donald Deacon
Past Chairman



R.E. (Ron) Smith
Vice Chairman, N.S.



Keith DeGrace
Vice Chairman, N.B.



Harry Fraser
Vice Chairman, P.E.I.



Linda Inkpen
Vice Chairman, Nfld.
& Labrador



John V. O'Dea
First Vice Chairman



Tim O'Neill
President



Lois G. Duffy
Secretary

The Board of Governors consists of some 30 members of which eighteen are elected for a two-year term at the Annual General Meeting and the remainder are appointed for a one-year term by the elected members. Each province is represented by a minimum of four Governors. The APEC Board of Governors for 1990-91 is:

S.A. Archibald

Chairman
Britex Limited
Bridgetown, N.S.

Laura E. Bennet

President & C.E.O.
Bennet Communications Ltd.
Halifax, N.S.

T.C. Bird

President
Bruncor Inc.
Saint John, N.B.

Louis E. (Lou) Bradley

Vice President, Prince County
P.E.I. Federation of Labour
Charlottetown, P.E.I.

Dr. Auréa Cormier

Professor and Director
Food Research Centre
Centre universitaire de Moncton
Moncton, N.B.

Donald M. Deacon

Charlottetown, P.E.I.

John R. Dean, P.Eng.

President
A.D.I. Limited
Fredericton, N.B.

Keith DeGrace

President
DeGrace Holdings Limited
Bathurst, N.B.

James D. Eisenhower

President
ABCO Industries Limited
Lunenburg, N.S.

Harry Fraser

Fraser's Potato Newsletter
R.R. 1, Charlottetown, P.E.I.

Thomas J. Hayes

President
Atlantic Fish Specialties Ltd.
Charlottetown, P.E.I.

Dr. Linda Inkpen

President
Cabot Institute of Applied Arts &
Technology
St. John's, Nfld.

Terry W. Ivany

President & C.E.O.
Marine Atlantic Inc.
Moncton, N.B.

J.M. MacConnell

President & C.E.O.
Scotsburn Co-operative Services
Ltd.
Scotsburn, N.S.

Don Manuel, Jr.

President & Manager
Lewisporte Drug Limited
Lewisporte, Nfld.

Earle McCurdy

Secretary-Treasurer
Fishermen, Food and Allied
Workers
St. John's, Nfld.

Archie D. McLean

Senior Vice President
McCain Foods Limited
East Florenceville, N.B.

R. Leonard McNeil, C.A.

Senior Partner
Doane Raymond
Sydney, N.S.

Gregory A. Morton

Commissioner
Office of Economic Development
Province of New Brunswick
Fredericton, N.B.

John W. Murphy, C.A.

Office Managing Partner
Ernst & Young
Saint John, N.B.

John V. O'Dea

Barrister & Solicitor
Chalker, Green & Rowe
St. John's, Nfld.

Tim O'Neill

President, APEC
Halifax, N.S.

John R. Plummer

Public Affairs Manager-Atlantic
Imperial Oil Limited
Halifax, N.S.

René Quigley

Nova Scotia Federation of Labour
Halifax, N.S.

Claris Rudkowski

President
Labrador Handicrafts Ltd.
Happy Valley-Goose Bay
Labrador

Joseph Shannon

President
Seaboard Liquid Carriers Ltd.
Port Hawkesbury, N.S.

Ronald E. Smith, C.A.

Vice President-Finance
Maritime Tel & Tel
Halifax, N.S.

Rupert Tingley

Moncton, N.B.

William Wedlock

122882 Holdings Canada Limited
Summerside, P.E.I.

Russel J. Wilson

Senior Vice President
Lundrigans-Comstock Limited
Corner Brook, Nfld.

Bankers

The Royal Bank of Canada

Auditors

Collins Barrow
Chartered Accountants

R. Whidden Ganong	1955- 1956
*R. J. Rankin	1957- 1958
Dr. Frank Mackinnon	1958- 1959
*Arthur Johnson	1959- 1961
Prof. W. Y. Smith	1961- 1962
Gerald E. Martin	1962- 1963
*John S. Wright	1963- 1965
John R. O'Dea	1965- 1966
Gilbert Finn	1966- 1968
C. R. MacFadden	1968- 1970
Stephen Weyman, M.D.	1970- 1972
*D. J. O'Connell	1972- 1974
L. G. Hudson	1974- 1975
A. A. Brait	1975- 1977
G. J. Doucet	1977- 1980
George T. Urquhart	1980- 1982
David McD. Mann, Q.C.	1982- 1984
David A. Ganong	1984- 1985
R. A. McCulloch	1985- 1987
Donald M. Deacon	1987- 1989

*Deceased

Note: In 1981 the title of the senior member of the Board of Governors was changed from "President" to "Chairman" and the title of the senior member of the permanent staff was changed from "Executive Vice-President" to "President". These changes reflect APEC's status as a private corporation.

Publications

APEC publications are the most visible of the Council's services to members. They also regularly receive media attention and by so doing help maintain a high profile. Readers almost unanimously comment on the quality of the information presented.

Atlantic Report appears every quarter. It is a review and outlook with a detailed examination of important sectors in each province. A special article on a topic of concern or interest is also included. The first Report of each year provides an inventory of major projects in Atlantic Canada; the fourth issue each year gives a year-end review and outlook for the Atlantic economy. Other lead articles this year have included a widely-praised research report on the background to the fishery crisis in Atlantic Canada, and discussion of policies to correct the crisis.

The APEC Newsletter is published eight times a year with two main components — a lead article and a mixture of shorter items about new industrial, governmental and general economic developments in Atlantic Canada. Lead articles during the 1990/91 period covered various topics:

Personal indebtedness in Atlantic Canada

The Port of Halifax and Atlantic economic development

A summary of the paper prepared for the APEC 1990 Annual Conference on strategies and options for the region in the 1990s, and also a summary of the rapporteur's comments at the conference

A summary of APEC's pre-budget submission to the Minister of Finance

A special publication of the papers from a conference which APEC sponsored in May 1990 on the economic impacts of undereducation in less developed regions of advanced economies was released. The papers for the 1990 Annual Conference were also edited and published.

Auditors' Report

To the Members of Atlantic Provinces Economic Council

We have audited the balance sheet of Atlantic Provinces Economic Council as at March 31, 1991 and the statements of revenue and expenditure and members' deficit for the nine month period then ended. These financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 1991 and the results of its operations for the nine months then ended in accordance with generally accepted accounting principles.

Colin Barron

Chartered Accountants
Halifax, Canada
May 13, 1991

BALANCE SHEET MARCH 31, 1991

ASSETS

Current Assets

	MARCH 31, 1991	JUNE 30, 1990
Cash	\$ 9,621	\$ 61,888
Accounts receivable	106,298	158,781
Prepaid expenses	1,895	1,359
	<u>117,814</u>	<u>222,028</u>
Fixed assets, at nominal value	<u>1</u>	<u>1</u>
	<u>\$117,815</u>	<u>\$222,029</u>

LIABILITIES

Current Liabilities

Bank indebtedness	\$98,500	\$105,300
Accounts payable and accrued expenses	32,427	44,490
Membership revenue received in advance	200	2,675
Advance billings	9,535	14,575
Deferred research revenue		7,500
Deferred meeting revenue		3,150
Deferred Government grants		68,775
	<u>140,662</u>	<u>246,465</u>
Members' Deficit	<u>(22,847)</u>	<u>(24,436)</u>
	<u>\$117,815</u>	<u>\$222,029</u>

On behalf of the board

[Signature]
[Signature]

Directors

STATEMENT OF REVENUE AND EXPENDITURE
NINE MONTH PERIOD ENDED MARCH 31, 1991

	9 MONTHS MARCH 31, 1991	12 MONTHS JUNE 30, 1990
Revenue		
Membership fees and contributions	\$185,130	\$218,995
Subscription revenue	12,415	15,645
	<u>197,545</u>	<u>234,640</u>
Annual conference	87,616	6,803
Atlantic Canada Today	567	37,572
Atlantic Provinces Provincial Government grants	68,775	91,325
Federal Government grants	45,000	110,625
Investment income	1,195	1,432
Seminars and conferences	18,969	65,833
Research contract revenue	15,549	72,990
Other income	17,788	7,686
	<u>453,004</u>	<u>628,905</u>
Expenditures		
Advertising and promotion	1,199	1,637
Atlantic Canada Today		10,790
Employee benefits	18,088	24,974
Interest and bank charges	7,152	16,587
Library	3,504	3,438
Maintenance of equipment	2,436	2,714
Meetings and conferences		
- regular	13,060	12,508
- special	7,908	51,596
- annual	65,342	6,255
Miscellaneous	7,447	3,893
Postage and express	2,514	5,582
Printing and publications	22,827	30,357
Professional fees	5,750	4,038
Rent and taxes	36,258	47,122
Rental of equipment	4,625	6,118
Research contract costs	771	6,389
Salaries	216,411	269,516
Stationery and office supplies	3,773	3,367
Telephone	7,939	12,707
Training and education	573	375
Travel and auto	23,838	18,712
	<u>451,415</u>	<u>538,675</u>
Excess of Revenue over Expenditures	<u><u>\$ 1,589</u></u>	<u><u>\$ 90,230</u></u>

**STATEMENT OF MEMBERS' DEFICIT
NINE MONTH PERIOD ENDED MARCH 31, 1991**

	9 MONTHS MARCH 31, 1991	12 MONTHS JUNE 30, 1990
Balance, beginning	\$24,436	\$114,666
Excess of revenue over expenditures	<u>1,589</u>	<u>90,230</u>
Balance, ending	<u>\$22,847</u>	<u>\$24,436</u>

**NOTES TO FINANCIAL STATEMENTS
MARCH 31, 1991**

1. STATUS AND NATURE OF ACTIVITIES

The Council, incorporated under the Canada Corporations Act, operates to promote the responsible economic development of the four Atlantic Provinces through research and educational studies, consultations with government and services to members.

2. SIGNIFICANT ACCOUNTING POLICIES

Revenue on contracts is recognized on the percentage of completion basis.

Capital expenditures are expensed as incurred.

Membership fees and subscription revenue are recorded as income in the year billed.

3. OPERATING LEASES

Equipment

The Council has entered into agreements to lease certain office equipment. For accounting purposes, these leases are classified as operating leases. Future minimum lease payments for the following five years are as follows:

1992	\$6,494
1993	1,536
1994	Nil
1995	Nil
1996	Nil
	<u>\$8,030</u>

Rental of premises

Under the terms of an operating lease expiring December 31, 1994, the Council is committed to make minimum monthly payments for office rentals from \$2,272 to \$2,371 over the next three years. The Council is also required to pay its share of certain operating expenses incurred by the lessor.

4. CHANGE OF YEAR END

During the year, the Council amended its by-laws to effect a change in its year end from June 30 to March 31.

5. COMPARATIVE FIGURES

The presentation of certain accounts of the previous year has been changed to conform with the presentation adopted for the current year.

The day to day affairs of APEC are handled by the permanent staff who operate from the office in Halifax. APEC staff are well qualified and bring a wide range of experience to the organization.

President — Timothy J. O'Neill, Ph.D.

Tim is a native of Sydney, Nova Scotia, and holds degrees in economics from St. Francis Xavier University, the University of British Columbia, and Duke University (North Carolina). He taught for 12 years in the Department of Economics at Saint Mary's University in Halifax. He also taught for four years at the University of Prince Edward Island, and has had wide experience of consulting with many different agencies throughout Atlantic Canada.

Office Manager — Lois G. Duffy, BA, CPS

Lois is a native of New Brunswick, a graduate of Acadia University, and has worked for APEC since 1955. She is not only the senior administrator, but has been a major force in managing APEC's survival through difficult times in the past.

Senior Economist & Editor-Publications — Maurice Mandale,

MA, MPhil Maurice is a graduate of St. Andrews' University and the University of London and has undertaken post-graduate studies at the University of Minnesota. Maurice has almost 15 years experience in the field of resource economics and joined APEC after work as a consultant with the Maritime Resource Management Service.

Economist — John G. Odenthal, BA, MBA

John is a graduate of Boston University's Graduate Management School, concentrating in public management and policy. He has worked as a government budget manager, as a private consultant in program and policy evaluation, and as an economic development researcher at Dalhousie University.

Senior Policy Analyst — J. Fred Morley, BSc, BA, MA

Fred is from Sydney, Cape Breton, and is a graduate of Dalhousie University and Saint Mary's University. He has been a member of the staff since 1981 and previously worked on several APEC projects.

MEMBERSHIP SECRETARY — M. Raylene Taylor. B.O.A.

A graduate of Mount Saint Vincent University, Raylene is a native of Florence, Nova Scotia. She was employed while a student in various office positions and has passed the written examinations for the Certified Professional Secretary designation.

President — General Management
APEC Funding
Membership
Seminars/Conference
External Relations

**Senior Economist &
Editor-Publications**
Senior Policy Analyst
Economist

- Ongoing Research
- Newsletter
- Atlantic Report
- Research Projects
- Media Relations
- Library
- Personnel Administrator

Office Manager
Membership Secretary

- Office Administration
- Membership Administration
- Secretarial Support
- Accounting
- Personnel Administration
- Library

APEC Staff Organization
& Responsibilities



APEC Staff (l. to r.) Raylene Taylor,
Maurice Mandale, Lois Duffy,
Tim O'Neill, Fred Morley,
John Odenthal.

Membership, the backbone of APEC operations, serves as both a source of revenue and as a broad base of influence in the regional community.

A Patron is a unique category of membership in which members undertake a special commitment of support. APEC is grateful and proud to acknowledge the following corporations which are members of our Patron group.

Air Canada
Air Nova Inc.
Atomic Energy of Canada Limited
Bank of Montreal
Canada Post Corporation
The Bank of Nova Scotia
Brunswick Mining & Smelting Corporation
Canadian National Railways
Central Guaranty Trust
Fraser Inc.
Imasco Limited
Imperial Oil Limited
Irving Group
John Labatt Limited
Marine Atlantic Inc.
Maritime Electric Company, Limited
Maritime Telegraph & Telephone Company, Limited
McCain Foods Limited
Moosehead Breweries Limited
National Sea Products Limited
The New Brunswick Electric Power Commission
The New Brunswick Telephone Company, Limited
Newfoundland Light & Power Company, Limited
Newfoundland Telephone Company, Limited
Northern Telecom Canada Limited
Nova Scotia Power Corporation
Petro-Canada Inc.
The Royal Bank of Canada
Scotia Investments Limited
Sun Life Assurance Company of Canada

Members

As of March 31, 1991

ABCO Industries Limited	Lunenburg, NS	CBCL Limited	Halifax, NS
ADI Limited	Fredericton, NB	CCL Group Inc. (The)	Halifax, NS
ARA Consulting Group, Inc. (The)	Halifax, NS	CNCP Telecommunications	Halifax, NS
ATV (Television) Limited	Halifax, NS	Cabot Institute of Applied Arts and Technology	St. John's, NF
Acadia Construction Ltd.	Bridgewater, NS	Canada Life Assurance Company	Toronto, ON
Acadia University	Wolfville, NS	Canada Trust Company (The)	Halifax, NS
Acadian Seaplants Limited	Dartmouth, NS	Canada Post Corporation	Ottawa, ON
Action Business Machines Limited	Dartmouth, NS	Canadian Airlines International Ltd.	Montreal, PQ
Air Canada	Halifax, NS	Canadian Broadcasting Corporation	Halifax, NS
Air Nova Inc.	Bedford, NS	Canadian Forestry Service	Truro, NS
Architects Four Ltd.	Moncton, NB	Canadian Imperial Bank of Commerce	Halifax, NS
Ardent Holdings Corporation	Saint John, NB	Canadian Labour Market & Productivity Centre	Ottawa, ON
Association of Professional Engineers of Nova Scotia	Halifax, NS	Canadian Life and Health Insurance Association Inc.	Toronto, ON
Atlantic Baptist Senior Citizens' Home Inc.	Moncton, NB	Canadian National Railways	Moncton, NB
Atlantic Canada Opportunities Agency	Moncton, NB	Canadian Pacific Hotel Corp.	St. John's, NF
Atlantic Corporation Limited	Port Hawkesbury, NS	Canadian Petroleum Association	Halifax, NS
Atlantic Fish Specialties Ltd.	Charlottetown, PEI	Canadian Salt Co., Ltd.	Pugwash, NS
Atlantic Host Inn	Bathurst, NB	Canadian Tire Associate Store	Charlottetown, PEI
Atlantic Industries (New Brunswick) Ltd.	Dorchester, NB	Canadian Tire Associate Store	Amherst, NS
Atlantic Innoventures Limited	Lantz, NS	Canpolar East Inc.	St. John's, NF
Atlantic Loto	Moncton, NB	Capital Region Development Commission Inc.	Fredericton, NB
Atlantic Sleep Products Limited	Moncton, NB	Centennial Group of Co.'s, Ltd.	Halifax, NS
Atlantic Television System	Sydney, NS	Central Guaranty Trust	Halifax, NS
Atlas Construction Maritimes Ltd.	Fredericton, NB	Centre of Cold Oceans Resources Engineering (C-CORE)	St. John's NF
Atomic Energy of Canada Limited	Halifax, NS	Centre for Community Economic Development	Sydney, NS
Bagnall's Building Supplies Ltd.	Charlottetown, PEI	Centre universitaire de Moncton	Moncton, NB
Bank of Montreal	Montreal, PQ	Chaleur Regional Industrial Commission Inc.	Bathurst, NB
Bank of Nova Scotia (The)	Halifax, NS	Chalker, Green & Rowe	St. John's, NF
Barbour, G. E., Inc.	Sussex, NB	Chester Pharmacy (1987) Ltd.	Chester, NS
Bear Head Industries Ltd.	Ottawa, ON	Ciment St-Laurent Inc.	Montreal East, PQ
Bell, Alfred J., & Grant Limited	Halifax, NS	City of Bathurst	Bathurst, NB
Bennet Communications Ltd.	Halifax, NS	City of Campbellton	Campbellton, NB
Beothic Fish Processors Ltd.	Valleyfield, B.B., NF	City of Dartmouth	Dartmouth, NS
Best Western MacLauchlan's Motel	Charlottetown, PEI	City of Fredericton	Fredericton, NB
Black & McDonald Ltd.	Dartmouth, NS	City of Halifax	Halifax, NS
Blue Cross of Atlantic Canada	Moncton, NB	City of Moncton	Moncton, NB
Bolands Limited	Armdale, NS	City of Mount Pearl	Mount Pearl, NF
Bowater Mersey Paper Co., Ltd.	Liverpool, NS	City of Saint John	Saint John, NB
Breakwater Books Ltd.	St. John's, NF	Co-op Atlantic	Moncton, NB
Bridgewater Development Commission	Bridgewater, NS	Coles Associates	Charlottetown, PEI
Britex Limited	Bridgetown, NS	Collins Barrow	Halifax, NS
Brunswick Mining & Smelting Corp., Ltd.	Belledune, NB	Commercial Safety Surveys Ltd.	Truro, NS
Bureau du Quebec	Moncton, NB	Concrete Products Ltd.	St. John's, NF
Burns, Fry Limited	Halifax, NS	Coopers & Lybrand	Charlottetown, PEI
Buzzell, Robert K., Ltd.	Moncton, NB		

Coopers & Lybrand	Halifax, NS	Giant Factories Inc.	Montreal, PQ
Corner Brook Economic Development	Corner Brook, NF	Greater Moncton Economic Development Authority Inc.	Moncton, NB
Council of Maritime Premiers	Halifax, NS		
Cox, Downie & Goodfellow	Halifax, NS	Halifax Board of Trade	Halifax, NS
Crosby Molasses Co., Ltd.	Saint John, NB	Halifax Herald Limited (The)	Halifax, NS
Crown Cork & Seal Canada Inc.	Concord, ON	Hanson, Hashey	Fredericton, NB
		Hawk Communications Association, Inc.	Sackville, NB
DARR (Cape Breton) Limited	Sydney, NS	Hoyt's Moving & Storage Ltd.	Halifax, NS
DRM Equities Limited	Halifax, NS		
Daily Gleaner	Fredericton, NB		
Dalhousie University	Halifax, NS	Imasco Limited	Montreal, PQ
Day and Ross Inc.	Hartland, NB	Imperial Oil Limited	Dartmouth, NS
Deloitte & Touche	Saint John, NB	Industry, Science & Technology Canada	Moncton, NB
Deloitte & Touche	Halifax, NS	Irving Group	Saint John, NB
Diagnostic Chemicals Ltd.	Charlottetown, PEI	Island Fertilizers Ltd.	Charlottetown, PEI
Diamond Construction (1961) Ltd.	Fredericton, NB	Island Telephone Co., Ltd.	Charlottetown, PEI
Digby County Community Futures	Digby, NS		
Doane Raymond	Halifax, NS	Jack & Company, Limited	Halifax, NS
Dover Mills Limited	Halifax, NS	Johnson Insurance Limited	St. John's, NF
EPC Industries Limited	Saint John, NB	Keirstead's Flower Shop Ltd.	Saint John, NB
Eastern Bakeries Limited	Saint John, NB	Keltic Incorporated	Halifax, NS
Eastern Canada Towing Ltd.	Halifax, NS	Knight, D. W., Associates Ltd.	St. John's, NF
Eastern Counties Regional Library	Mulgrave, NS		
Eastern Drug Services	Halifax, NS	Labatt, John, Limited	London, ON
Edwards Fine Food Ltd.	Halifax, NS	Labrador Handicrafts Limited	
Efamol Research Inc.	Kentville, NS	Happy Valley - Goose Bay, Labrador	
Elco Ltd.	Bathurst, NB	Lafarge Canada Inc.	Dartmouth, NS
Enterprise Cape Breton Corporation	Sydney, NS	Leader of the Opposition (Nova Scotia)	Halifax, NS
Environment Canada	Dartmouth, NS	Leonard Corporation Limited	Fredericton, NB
Ernst & Young	Saint John, NB	Lloyds Bank Canada	Halifax, NS
Ernst & Young	Halifax, NS	Lundrigans-Cornstock Ltd.	Corner Brook, NF
Export Development Corporation	Halifax, NS		
Federal Business Development Bank	Halifax, NS	MFM Industries Ltd.	Moncton, NB
Federal Pioneer Limited	Truro, NS	Manson Drugs Limited	Sydney River, NS
Fisheries Assn. of Nfld. & Lab. Ltd.	St. John's, NF	Maplehurst Apartments Ltd.	Dartmouth, NS
Fiske Group Limited (The)	Halifax, NS	Marble Mountain Development Corp.	Marble Mountain, NF
Forceten Computer Services Limited	Halifax, NS	Marine Atlantic Inc.	Moncton, NB
Formac Publishing Company Limited	Halifax, NS	Marine Institute	St. John's, NF
Foundation Co. of Canada Ltd. (The)	Eastern Passage, NS	Maritime Electric Co., Ltd.	Charlottetown, PEI
Foundation Co. of Canada Ltd. (The)	Scarborough, ON	Maritime Medical Care Inc.	Halifax, NS
Fraser & Hoyt Insurance Ltd.	New Glasgow, NS	Maritime Telegraph & Telephone Co. Ltd.	Halifax, NS
Fraser, Harry	Charlottetown, PEI	Marsh Adjustment Bureau Limited	Halifax, NS
Fraser Inc.	Edmundston, NB	Marsh & McLennan Ltd.	Halifax, NS
		Marshall, H. H., Limited	Halifax, NS
Ganong Bros. Limited	St. Stephen, NB	McArthur Thomson & Law	Halifax, NS
Gardner Pinfold Consulting Economists Limited	Halifax, NS	McCain Foods Limited	East Florenceville, NB
Geoplan Consultants Inc.	Fredericton, NB	McInnes, Cooper & Robertson	Halifax, NS
		McMillan Press	Saint John, NB

McNeill, J. F., Limited	St. John's, NF	Office of Economic Development	Fredericton, NB
Memorial University of Newfoundland	St. John's, NF	Oxford Frozen Foods Ltd.	Oxford, NS
Metropolitan Life	Ottawa, ON		
Mobil Oil Canada	Calgary, AB	Petro-Canada Inc.	Calgary, AB
Moncton Industrial Development Limited	Moncton, NB	Power Commission of the City of Saint John (The)	Saint John, NB
Moncton Publishing Co., Ltd.	Moncton, NB	Powmatic of Canada Ltd.	Halifax, NS
Monenco Consultants Ltd.	Fredericton, NB	Price Waterhouse	Halifax, NS
Montreal Trust Company	Halifax, NS	Prince Edward Island Food Technology Centre	Charlottetown, PEI
Moore-Clark Co. (Canada) Inc.	St. Andrews, NB	Proctor & Redfern Ltd.	St. John's, NF
Moosehead Breweries Ltd.	Dartmouth, NS	Purity Factories Ltd.	St. John's, NF
Mount Allison University	Sackville, NB		
Mount Saint Vincent University	Halifax, NS		
		R.G.L. Developments Ltd.	Saint John, NB
N.S. Tractors & Equipment Ltd.	Halifax, NS	Rayonics Scientific Inc.	Dartmouth, NS
National Bank of Canada	Moncton, NB	Reed Stenhouse	St. John's, NF
National Sea Products Ltd.	Halifax, NS	Research & Productivity Council	Fredericton, NB
National Transportation Agency of Canada	Moncton, NB	Richardson Associates Ltd.	Charlottetown, PEI
Nesbitt, Thomson Deacon Inc.	Halifax, NS	Robin Hood Multifoods Ltd.	Moncton, NB
New Brunswick Electric Power Commission	Fredericton, NB	Rodd Hotels & Resorts	Charlottetown, PEI
New Brunswick Telephone Co., Ltd.	Saint John, NB	Rowe, Kerry C.	Halifax, NS
New Brunswick Wire Fence Co., Ltd.	Moncton, NB	Royal Bank of Canada (The)	Halifax, NS
		Royal Insurance - Canada	Halifax, NS
New England Governors' Conference, Inc.	Boston, MA	Roycom	Halifax, NS
New England Life	Boston, MA	RoyNat Inc.	Halifax, NS
Newfoundland & Labrador Development Corp.	St. John's, NF	St. Francis Xavier University	Antigonish, NS
Newfoundland & Labrador Science/Technology Advisory Council	St. John's, NF	St. John's Board of Trade	St. John's, NF
Newfoundland Capital Corporation Ltd.	Dartmouth, NS	Saint Mary's University	Halifax, NS
Newfoundland Light & Power Co., Ltd.	St. John's, NF	Saint Thomas University	Fredericton, NB
Newfoundland Teachers' Association	St. John's, NF	Sand Dollar Productions Inc.	Dartmouth, NS
Newfoundland Telephone Co., Ltd.	St. John's, NF	Schenley Canada Inc.	Dartmouth, NS
Northern Telecom Canada Limited	Halifax, NS	Scotia Bond Company, Ltd.	Halifax, NS
Northumberland Ferries Limited	Charlottetown, PEI	Scotia Investments	Hantsport, NS
Nova Scotia Agricultural College	Truro, NS	Sun Life Assurance Co. of Canada	Toronto, ON
Nova Scotia Business Capital Corporation	Halifax, NS	Scotia Syntuels Limited	Toronto, ON
Nova Scotia Federation of Labour	Halifax, NS	Scott Maritimes Limited	New Glasgow, NS
Nova Scotia New Democratic Party	Halifax, NS	Sea Farms Canada Inc.	Saint John, NB
Nova Scotia Power Corporation	Halifax, NS	Shaw, L. E., Limited	Halifax, NS
Nova Scotia Research Foundation Corporation	Dartmouth, NS	Shell Canada Limited	Calgary, AB
Nova Scotia Resources Limited	Halifax, NS	Stone-Consolidated Inc.	Montreal, PQ
		Sutherland, Bruce, Associates Ltd.	Moncton, NB
		Tavel Limited	Dartmouth, NS
		Technical University of Nova Scotia	Halifax, NS
		Toronto-Dominion Bank (The)	Halifax, NS
		Town of Dalhousie	Dalhousie, NB
		Town of Deer Lake	Deer Lake, NF
		Toyota Canada Inc.	Dartmouth, NS
		Tractors & Equipment (1962) Ltd.	Fredericton, NB
		Transport Canada	St. John's, NF

UMA Engineering Ltd	Halifax, NS
United Brotherhood of Carpenters (Local #1338)	Charlottetown, PEI
Unitel Communications	Halifax, NS
Université de Moncton	Moncton, NB
University College of Cape Breton	Sydney, NS
University of New Brunswick	Fredericton, NB
University of Prince Edward Island	Charlottetown, PEI
Upjohn Company of Canada	Halifax, NS
Venture Centre (The)	Pasadena, NF
Volvo (Canada) Limited	Halifax, NS
W M S Associates Ltd.	Fredericton, NB
Walker, A. J., & Son, Ltd.	Truro, NS
Webster & Sons Limited	Truro, NS
Westinghouse Sales & Distribution Inc.	Halifax, NS
Whitman, Benn & Associates Ltd.	Halifax, NS
Whynot, Earl, & Associates Graphics Limited	Halifax, NS
William M. Mercer Limited	Halifax, NS
Williams, Murphy & MacLeod (1971) Ltd.	Charlottetown, PEI
Wilson Fuel Company, Ltd.	Truro, NS
Xerox Canada Inc.	North York, ON

APEC maintains a reciprocal exchange of information and materials with the following organizations:

Area Development Sites & Facility Planning	Westbury, N.Y.	Gorsebrook Research Institute	Halifax, N.S.
Asia Pacific Foundation of Canada	Vancouver, B.C.	C. D. Howe Institute	Toronto, Ont.
Association of Engineering Technicians & Technologists of Newfoundland	St. John's, Nfld.	I.C.U.R.R.	Toronto, Ont.
Atlantic Canada Plus Association	Dartmouth, N.S.	Informetrica Ltd.	Ottawa, Ont.
Atlantic Canada Plus Association	St. John's, Nfld.	Institut Canadien de recherche sur le developpement regionale	Moncton, N.B.
Atlantic Provinces Chamber of Commerce	Moncton, N.B.	Institute of Man & Resources	Charlottetown, P.E.I.
Better Business Bureau Maritimes Inc.	Halifax, N.S.	Institute for Policy Analysis	Toronto, Ont.
CANWEC	Ottawa, Ont.	Institute for Research on Public Policy	Ottawa, Ont.
Canada Japan Trade Council	Ottawa, Ont.	Market Development Centre	West Royalty, P.E.I.
Canada-Newfoundland Offshore Petroleum Board	St. John's, Nfld.	Micromedia Limited	Toronto, Ont.
Canadian Construction Association	Ottawa, Ont.	National Entrepreneurship Development Institute	Montreal, P.Q.
Canadian Energy Research Institute	Calgary, Alta.	Newfoundland Ocean Industry Assn.	St. John's, Nfld.
Canadian Exporters Association	Ottawa, Ont.	Transportation Assn. of Canada	Ottawa, Ont.
Canadian Federation of Independent Business	Willowdale, Ont.	Western Transportation Advisory Council	Vancouver, B.C.
Canadian Foundation for Economic Education	Toronto, Ont.		
Canadian Periodical Index	Toronto, Ont.		
Canadian Pulp & Paper Industry	Toronto, Ont.		
Canadian Tax Foundation	Toronto, Ont.		
Centre for International Business Studies	Halifax, N.S.		
Conference Board of Canada (The)	Ottawa, Ont.		
Conseil Economique du N-B Inc.	Moncton, N.B.		
Conservation Council of New Brunswick	Fredericton, N.B.		
Corporation for Enterprise Development	Washington, D.C.		
DRI/McGraw Hill	Toronto, Ont.		
EPRC Limited	Glasgow, Scotland		
Ecology Action Centre	Halifax, N.S.		
Economic Council of Canada	Ottawa, Ont.		
Economic Council of Newfoundland & Labrador	St. John's, Nfld.		
Ernst & Young	Toronto, Ont.		

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